

# SURAT GAS PROJECT

## SOCIAL IMPACT MANAGEMENT PLAN

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Arrow Energy Pty Ltd

## Surat Gas Project

# Social Impact Management Plan

June 2013

This report has been prepared for Coffey Environments by URS and SKM.

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## Abbreviations

Abbreviation	Description
ABS	Australian Bureau of Statistics
AGL	AGL Energy
AIPP	Australian Industry Participation Plan
Arrow	Arrow Energy
C	Construction
CSG	Coal Seam Gas
DEEDI	Former Department of Employment, Economic Development and Innovation
DETE	Department of Education Training and Employment
DIDO	Drive in/drive out
DIP	Department of Infrastructure and Planning
DoC	Department of Communities
EIS	Environmental Impact Statement
EMP	Environmental Management Plan
EPC	Engineering, procurement and construction
FIFO	Fly in/fly out
HR	Human Resources
HSD	Health Service District
ICN	Industry Capability Network
IHS	Integrated Housing Strategy
ILUA	Indigenous Land Use Agreement
IPP	Indigenous Participation Policy
Km	Kilometres
Km <sup>2</sup>	Square kilometres
LIPP	Local Industry Participation Plan
LNG	Liquefied natural gas
MW	Megawatt
O	Operations
OESR	Office of Economic and Statistical Research, Queensland Government
OH&S	Occupational Health & Safety
PC	Pre-Construction
PCYC	Police-Citizens Youth Club
QATSIF	Queensland Aboriginal and Torres Strait Islander
QRC	Queensland Resource Council
RAP	Reconciliation Action Plan
RCCC	Regional Community Consultative Committee
SD	Statistical Division
SEIFA	Socio-Economic Indices for Areas
SGS	SGS Economics and Planning
SIMP	Social Impact Management Plan
SQIT	Southern Queensland Institute of TAFE
SREIS	Supplementary Report to the Environmental Impact Statement
TWAF	Temporary worker accommodation facility
TAFE	Technical and Further Education
TJ	Terajoule

<b>Abbreviation</b>	<b>Description</b>
ULDA	Urban Land Development Authority
URS	URS Australia Pty Ltd
WWW	World Wide Web

## Social Impact Management Plan

### 1. Social Impact Management Plan

A draft social impact management plan (SIMP) was stipulated in the Terms of Reference for the Surat Gas Project EIS as a requirement for the social impact assessment (SIA). The SIMP is modelled on the Department of State Development, Infrastructure and Planning (DIP) SIA Unit Guideline to preparing a social impact management plan published in September 2010, and addresses medium to high impacts identified in the SIA.

The SIMP is intended to support ongoing management of the potential social impacts of the project. In recognition of the changing nature of impacts over the life of the project, the SIMP should be adaptive and reassessed at regular intervals. Benchmarks should be established and monitored continuously throughout implementation and the management plan adapted as required. A comprehensive review of the SIMP should be undertaken following each release of new census data (5 yearly) and monitored in conjunction with biennial Surat Basin non-resident workforce updates (produced by the Office of Economic and Statistical Research (OESR)) to proactively identify any sudden or unexpected changes in the social environment or impacts.

The SIMP is based on a three stage approach:

- **Stage 1:** Develop the draft SIMP based on the SIA analysis and conclusions;
- **Stage 2:** Consult key stakeholders on the details of the SIMP, roles and responsibilities, benchmarks, reporting, monitoring and program evaluation; and
- **Stage 3:** SIMP implementation.

This draft SIMP submitted with the project EIS is within Stage 1. Submission of the draft SIMP does not necessarily signify completion of Stage 1. Further consultation with the DIP SIA Unit and local governments may be required to refine the template prior to expansion of the various components.

#### 1.1 Update to the SIMP

An update to the SIMP has been prepared to reflect the development of Arrow's commitment to social performance. In addition, a supplementary social report (Appendix 12 of the Supplementary Report to the EIS (SREIS)) has been prepared and contains updated information on the revised project study area, methodology and key indicators relevant to this SIMP. The supplementary social report should be viewed in conjunction with this report. The supplementary social report validates impacts identified in the SIA and identifies any potential changes to impacts on local and regional communities due to updates to the project description presented in the EIS, or the availability of updated demographic information since the SIA was finalised in 2011.

The supplementary social report determined that changes in key demographic indicators that have occurred in the social baseline, of relevance to the project relate to:

- **Population growth.** Rates of population growth have been lower than estimated in the SIA, which slightly reduces the population growth the region can sustain organically. There is also greater potential for the project, with appropriate accommodation planning, to increase the sustainability of communities who have experienced population loss (Wandoan, Cecil Plains and Miles), which was not captured in the previous population estimates.

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- Indigenous population. There is a larger proportion of the population in the study area who identify as Indigenous, suggesting there could be a larger number of Indigenous people able to benefit from employment and business opportunities presented by the project.
- Housing costs. The study area has been subject to recent strong growth in housing costs, particularly in Chinchilla and Miles, however research undertaken by the Western Downs Regional Council has concluded that pressure on the local housing market in towns such Miles will reduce as supply of land for development grows to meet demand by 2016.

The supplementary social report determined that updates to the project description (discussed in Section 1.2.2), allowing for changes that have already occurred in the social baseline, have the potential to change a limited number of the impacts and opportunities identified in the EIS. These are summarised in Table 1-9 of this SIMP.

The following sections of this report have been revised as a part of the update to the SIMP:

- Section 1.2.2 to reflect updates to the project description since the EIS was finalised in 2011.
- Section 1.2.7 to reflect revisions to the proposed workforce profile following project description updates.
- Section 1.3 (Table 1-9) as required to reflect any changes to the significance rankings as a result of the validation of impacts in the Supplementary Social Assessment being prepared for the SREIS for the Surat Gas Project.
- Section 1.4 to reflect updates to action plans in Section 2.
- Action plans contained in sections 2.1 to 2.7 to reflect the development of Arrow's commitment to social performance.

## 1.2 Project Summary

### 1.2.1 Project Proponent

Arrow is an integrated energy company with interests in coal seam gas field developments, pipeline infrastructure, electricity generation and a proposed liquefied natural gas (LNG) project.

Arrow has interests in more than 65,000 km<sup>2</sup> of petroleum tenures, mostly within Queensland's Surat and Bowen basins. Elsewhere in Queensland, the company has interests in the Clarence-Moreton, Coastal Tertiary, Ipswich, Styx and Nagoorin Graben basins.

Arrow's petroleum tenures are located close to Queensland's three key energy markets; Townsville, Gladstone and Brisbane. The Moranbah Gas Project in the Bowen Basin and the Tipton West, Daandine, Kogan North and Stratheden projects in the Surat Basin near Dalby comprise Arrow's existing coal seam gas production operations. These existing operations currently account for approximately 20% of Queensland's overall domestic gas production.

Arrow supplies gas to the Daandine, Braemar 1 and 2, Townsville and Swanbank E power stations which participate in the National Electricity Market. With Arrow's ownership of Braemar 2 and the commercial arrangements in place for Daandine and Townsville power stations Arrow has access to up to 600 MW of power generation capacity.

Arrow and its equity partner AGL Energy have access rights to the North Queensland Pipeline which supplies gas to Townsville from the Moranbah Gas Project. They also hold the pipeline licence for the proposed Central Queensland Gas Pipeline between Moranbah and Gladstone.

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Arrow is currently proposing to develop the Arrow LNG Project, which is made up of the following aspects:

- Arrow LNG Plant – The proposed development of an LNG Plant on Curtis Island near Gladstone, and associated infrastructure, including the gas pipeline crossing of Port Curtis.
- Surat Gas Project – The upstream gas field development in the Surat Basin, the subject of this assessment.
- Arrow Surat Pipeline Project – (Formerly the Surat Gladstone Pipeline), the 450 km transmission pipeline connects Arrow's Surat Basin coal seam gas developments to Gladstone.
- Bowen Gas Project – The upstream gas field development in the Bowen Basin.
- Arrow Bowen Pipeline – The transmission pipeline which connects Arrow's Bowen Basin coal seam gas developments to Gladstone.

### 1.2.2 Project Description

Since preparation of the Surat Gas Project EIS, further knowledge of the gas reserves has been gained resulting in further refinement of the field development plan. The main updates to the project description, presented in the EIS, which have the potential to affect the potential social impacts assessed, include changes to the size of the project development area, changes to the sequencing of development and a change in workforce numbers. Details of these changes to the project description are provided below.

Due to the relinquishment of parcels of land within Arrows' exploration tenements, there has been a reduction in the overall size of the project development area from 8,600 km<sup>2</sup> to 6,100 km<sup>2</sup>. The majority of these relinquishments were made in the Goondiwindi development region. With a smaller project development area, there has been a reduction in the number of production wells anticipated to be drilled reducing from 7,500 to approximately 6,500.

Advancement in the field development planning since preparation of the EIS, has also seen the overall project development area being separated into eleven drainage areas, identified simply by sequential numbering, that correspond with the gas reserves that will be fed into each central gas processing facility (CGPF), as opposed to the five development regions that were presented in the original project description.

It is currently expected that eight of these drainage areas will be initially developed for the Surat Gas Project with each drainage basin incorporating wells, a water gathering network, a gas gathering network and a CGPF. A further three drainage areas may be developed with favourable reservoir outcomes and future market conditions.

Two of the eight drainage areas will include water treatment facilities located adjacent to a CGPF (as opposed to the six water treatment facilities reported in the EIS). The EIS referred to this arrangement (of a gas processing facility and a water treatment facility) as an integrated processing facility. This term will no longer be used and the facilities will be referred to by their function i.e., CGPF and water treatment facility. The number of potential field compression facilities proposed in the EIS (i.e., six) has not changed.

Arrow has identified four sites to locate CGPFs. A fifth site has been identified by Arrow to accommodate workers. The location and number of temporary workers accommodation facilities (TWAFs) has been revised from five to approximately six, each located in proximity to a central gas

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processing facility. The exact locations of the TWAFs have not been determined with the final location to be determined through a constraints analysis.

Key updates to workforce numbers are outlined in Section 1.2.7.

### 1.2.3 Social and Cultural Area of Influence

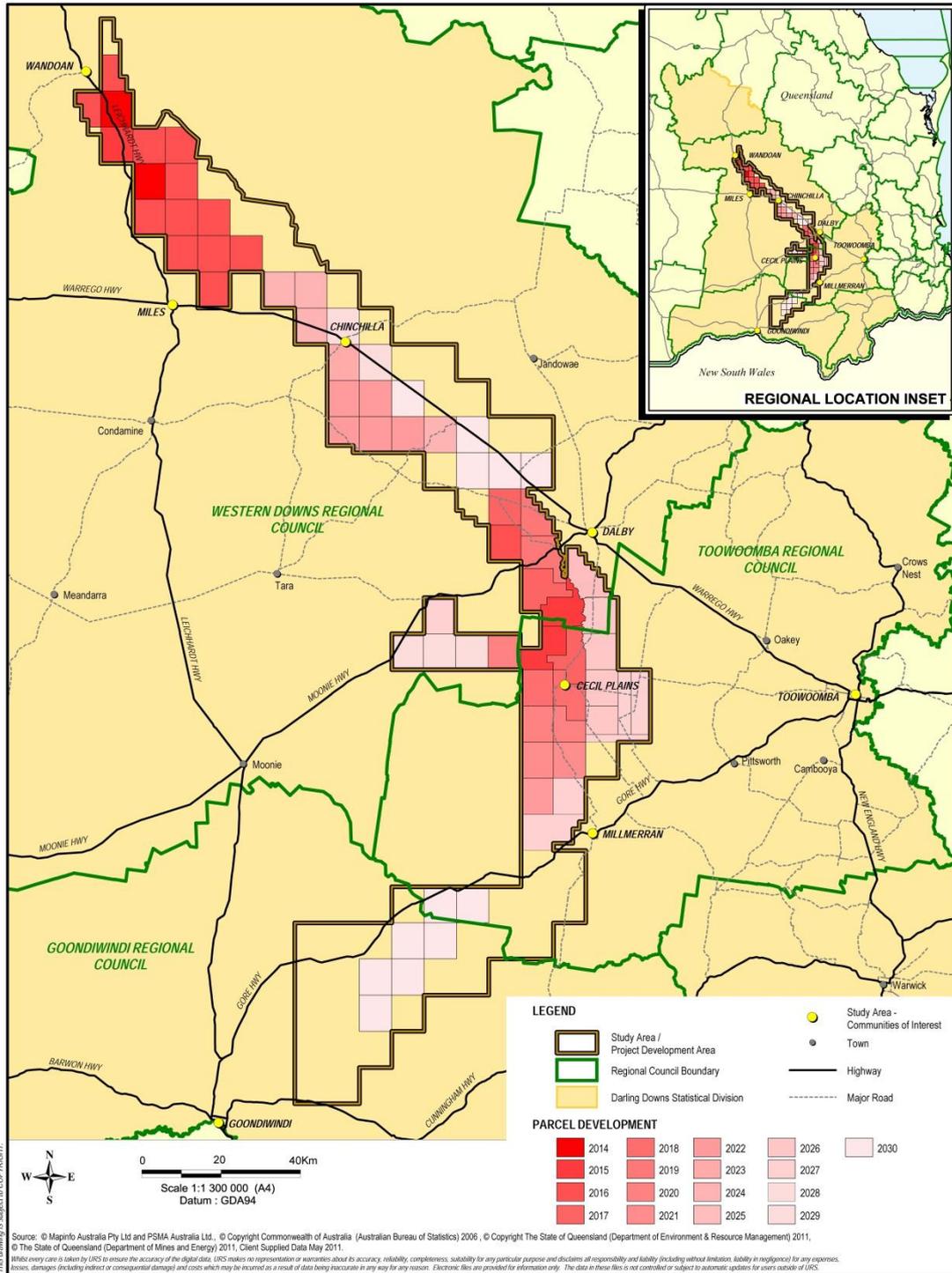
Arrow's project development area is located approximately 160 km west of Brisbane in Queensland's Surat Basin. It extends from the township of Wandoan in the north towards Goondiwindi in the south, in an arc adjacent to Dalby. The total project development area is approximately 8,600 km<sup>2</sup>.

The social impact assessment (SIA) study area (the study area) includes the land and communities within the project development area and a number of towns in its vicinity. These towns herein, called the 'communities of interest', are:

- Cecil Plains;
- Chinchilla;
- Dalby;
- Goondiwindi;
- Miles;
- Millmerran;
- Wandoan; and
- Toowoomba city and surrounding towns/localities within Toowoomba Regional Council.

The study area is located in the Darling Downs Statistical Division (SD) that includes the regional councils of Toowoomba, Goondiwindi and Western Downs. Figure 1-1 shows the location of the study area, including the project development area and the communities of interest.

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COFFEY ENVIRONMENTS

SURAT GAS PROJECT

PROJECT STUDY AREA

**URS** | SOCIAL IMPACT MANAGEMENT PLAN | Figure: 1-1 SIMP

File No: 4262746-g-014.wor | Drawn: VH | Approved: LB | Date: 07-02-2012 | Rev. A | A4

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### 1.2.4 Baseline Summary

The following is a summary of the key characteristics and social issues identified within the study area during the baseline assessment.

#### *History and Settlement*

The study area has a long agricultural history, yet in recent years, the region has experienced rapid expansion of resource industries, including CSG, coal mining and underground coal gasification. These are occurring across the region.

#### *People – Population, Demographic and Household Composition*

A summary of key population, demographic and household characteristics is presented in Table 1-1 below:

**Table 1-1 Selected Population, Demographic and Household Characteristics - 2010**

<b>Selected characteristics</b>	<b>Cecil Plains</b>	<b>Chinchilla</b>	<b>Dalby</b>	<b>Goondiwindi</b>	<b>Miles</b>	<b>Millmerran</b>	<b>Toowoomba</b>	<b>Wandoan</b>	<b>Darling Downs (SD)</b>	<b>Queensland</b>
2010 population <sup>(a)</sup>	241	4,445	11,097	1,259	6,593	1,348	106,743	420	241,537	4,513,850
Annual pop. change 2001-2010	(1.6%)	3.5%	1.6%	2.2%	0.6%	0.9%	2.2%	0.7%	2.1%	2.6%
Median age of persons	39	39	34	34	41	39	35	40	37	36
Indigenous % of pop.	3%	3.5%	6.1%	4.4%	7.5%	3.8%	2.9%	1%	3.1%	3.3%
Average household size	2.4	2.4	2.6	2.6	2.3	2.3	2.5	2.2	2.6	2.6
% of families that are couples with no children	39%	46%	38%	40%	43%	47%	44%	46%	41%	39%
% of families that are single parents with children aged 15 or below	19%	7%	11%	8%	11%	10%	1%	10%	9%	10%

Note: (a) Preliminary OESR 2010 population estimates

Source: OESR 2011; ABS 2006

#### *Economy, Employment and Enterprise*

- CSG production in the Darling Downs region commenced in 2006.
- An increase in the cost of living (including housing costs) arising from development in the area has been identified as a key concern in project stakeholder engagement;

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- The Darling Downs region has experienced significant fluctuations in prosperity over time, due to either economic or environmental variability, such as commodity prices, seasonal weather variations and drought;
- Indigenous unemployment is high in all the regional council areas, as compared to the State, and is particularly high in the Goondiwindi region (28.9%) (ABS, 2006);

Critical skills shortages for the CSG industry have been identified in the areas of:

- Drilling Assistants;
- Production Technicians;
- Maintenance Technicians;
- Electrical and Instrumentation Technicians;
- Logistics Technicians/ Administrators;
- Petroleum, Chemical and Mechanical Engineers; and
- Geologists and Geophysicists (Energy Skills Queensland, 2011).

Additional summary data is presented in Table 1-2 below.

As can be seen, Miles, Millmerran and Wandoan experience the lowest median incomes within the region, while Goondiwindi experiences the highest median incomes. Across the Darling Downs Statistical Division as a whole, Agriculture, Forestry and Fishing and Retail work are the most common industries of employment, while managers are the most common occupational category (due to the number of agricultural enterprises with owners categorising their occupation as managers). Within the region, Millmerran has the highest unemployment rate, whilst Miles has the lowest.

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**Table 1-2 Summary Economic Data for the Study Area**

Selected data	Cecil Plains	Chinchilla	Dalby	Goondiwindi	Miles	Millmerran	Toowoomba	Wandoan	Darling Downs (SD)	Queensland
Median Individual Income (\$/weekly)	466	407	453	501	386	393	436	416	420	476
Median Household Income (\$/weekly)	850	921	940	1,034	626	719	907	623	1,059	1,033
Median Family Income (\$/weekly)	949	1,083	1,073	1,147	918	911	1,096	914	875	1,154
Most common industries of employment (% of employed persons aged 15+)	Manufacturing.: 30% Agric., forestry & fishing: 19%	Construct: 18% Retail trade: 15%	Retail trade: 14% Manufacturing: 30%	Retail trade: 17% Agric., forestry & fishing: 12%	Health care & social assist.: 14% Retail trade and Public admin & safety: both 12%	Agric., forestry and fishing: 15% Construct: 11%	Health care & social assist.: 14% Retail trade: 13%	Public admin & safety: 14% Retail trade: 14%	Agric., forestry & fishing: 12% Retail trade: 12%	Manufacturing.: 14% Construct: 14%

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Selected data	Cecil Plains	Chinchilla	Dalby	Goondiwindi	Miles	Millmerran	Toowoomba	Wandoan	Darling Downs (SD)	Queensland
Most common occupation categories (% of emp. persons aged 15+)	Machinery operators & drivers: 35% Labourers: 29%	Tech. and trades: 20% Labourers: 19%	Tech. & trades: 18% Clerical & Admin.; and Labourers: both 15%	Tech. & trades: 16% Managers; Clerical & Admin.; and Labourers: all 14%	Managers: 18% Labourers: 18%	Labourers: 20% Tech. & trades: 18%	Professionals: 18% Tech. & trades: 16%	Labourers: 20% Machinery operators & drivers; and Managers: both 17%	Managers: 17% Professionals; Tech. & trades; and Labourers: all 15%	Professionals: 17%; Tech. & trades; and Clerical & Admin.: both 15%
Total Labour Force (No.)	115	1,745	4,617	2,842	492	569	45,020	190	101,290	1,915,949
% of labour force unemployed	5.2	4.1	5	4.6	3.3	5.6	4.9	4.7	4.5	4.7

Source: ABS 2006

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### *Housing and Accommodation*

There have been sharp increases in demand for housing in some locations within the study area and this has impacted upon housing costs, particularly in Chinchilla, and to a lesser extent Dalby. Table 1-3 below shows that median rental rates for 2 and 3 bedroom rentals are still significantly below the Queensland median however they have been increasing over recent years.

**Table 1-3 Median Rental Costs for Regional Councils in the Study Area 2010**

Regional Councils	3 Bedroom		2 Bedroom	
	Median Rent (\$) weekly	% Change over year	Median Rent (\$) weekly	% Change over year
Toowoomba	260	4	200	8.1
Western Downs	270	-3.6	190	-13.6
Goondiwindi	240	4.3	160	0
Queensland	330	0	300	0

Source: DoC, 2011a

Table 1-4 shows median house prices for the regional councils within the study area against the Queensland median.

**Table 1-4 Median Housing Costs in the Regional Councils of the Study Area 2010**

Regional Council	Median Sales Dec Qtr 2010 (\$)	% Change over year
Toowoomba	319,000	4.6
Western Downs	286,000	2.1
Goondiwindi	285,000	8.8
Queensland	425,000	-1.6

Source: DoC, 2011a

In Chinchilla much of the serviced, zoned residential land has either been developed, is being developed or is subject to development application; in addition, the capacity of the power supply is a potential limitation for growth in Chinchilla.

In June 2008 Dalby Local Government Area (now Western Downs Regional Council) had 1208 non-resident workers. 60% of these people stayed in temporary accommodation facilities (TWAFFs), the majority of these being in or near the towns of Dalby (491 workers), Chinchilla (318) and Miles (228). Another 171 people lived in TWAFFs located on resource leases. The remainder of non-residents stayed in hotels/motels, caravan parks or had other arrangements (DIP (3), 2008).

Hotels and motels are experiencing high demand across most of the study area and are frequently booked out, particularly from Monday to Wednesday.

Increased housing demand is putting pressure on the more vulnerable sections of the community.

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### Education and Training

Summary points relating to education and training within the study area are as follows:

- A large proportion of the study area population over 15 years of age have completed a year 10 equivalent education. However, the number of residents with a year 12 qualification ranged widely between Wandoan (20.6%) at the lower end and Toowoomba (39.3%) at the higher end. These figures – particularly for year 12 education – are well below the Queensland average for residents with a year 10 qualification (76.4%) and year 12 qualification (41.3%) (ABS, 2006);
- Year 12 graduates in the region exhibit similar patterns of behaviour as do other regional Queenslanders, with less entering University and more likely to enter employment based training, than those living in the city (Education Queensland, 2010); and
- Education facilities available in the study area include child care centres, schools (offering prep to year 12 in some places), university and TAFE as well as private training facilities. Consultation indicates that schools in the district have spare capacity to cope with potential additional demand.

Table 1-5 outlines the number of child care, primary and secondary educational facilities available as well as current student enrolment numbers for the schools.

**Table 1-5 Child Care, Primary and Secondary School Services Available and School Enrolment Numbers**

Community of interest	No. of child care facilities	Student enrolment numbers by school type		
		Prep to Year 7	Prep to Year 10	Year 8 to Year 12
Cecil Plains	1	0	92	0
Chinchilla	3	745	0	480
Dalby	3	2060	0	1,030
Goondiwindi	4	950	0	485
Miles	1	0	395	0
Millmerran	2	105	332	0
Toowoomba	88	9,050	0	4,800
Wandoan	1	0	137	0

Source: Department of Education, 2010(b), SGS, 2011(a), Yellow Pages(a).

### Health and Wellbeing

Socio-Economic Indexes for Areas (SEIFA) is a summary measure of the social and economic conditions of geographic areas across Queensland; it is a ranking of comparative socio-economic disadvantage, with the base measure being 20% of the Queensland population falling within each quintile of disadvantage for the State as a whole. Using this measure, the Darling Downs SD experiences a greater degree of disadvantage than does the State as a whole, as can be seen from Table 1-6 below. Of the Darling Downs SD population, 26.4% are within the most disadvantaged quintile (compared with the 20% for the State) while only 12.6% of the population of Darling Downs S.D. were in the least disadvantaged quintile (ABS, 2006).

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**Table 1-6 Socio-Economic Index of Disadvantage (Percentage of Population) for Darling Downs SD, 2006**

Quintile 1 (most disadvantaged)	Quintile 2	Quintile 3	Quintile 4	Quintile 5 (least disadvantaged)
26.4%	28.7%	18.8%	13.4%	12.6%

Source: ABS, 2006

Key health statistics are only available at the Queensland Government Darling Downs-West Moreton Health District Service level. This is a broad district that encompasses the study area, yet also includes areas to the east of the study area, these being the regions around Ipswich, Cherbourg, and Stanthorpe. There is no significant difference in health indicators between Darling Downs-West Moreton Health Service District (HSD) and the Queensland average (Queensland Health, 2010). Toowoomba offers many of the health services available to a well-resourced hospital and operates as the primary regional health referral centre, and Dalby Hospital is considered as a key hospital provider to surrounding rural communities.

The “need for assistance” indicator derived from the ABS Census data measures the number of people with a profound or severe disability. The percentage of the population identified as requiring assistance in Darling Downs SD area was 10,034 persons (4.4%). This is higher than the State average of 3.8% (ABS, 2006).

### **Community Services and Facilities**

Toowoomba appears to be relatively well serviced, with no major service gaps identified through the consultation carried out as part of the SIA process. In general, Toowoomba acts as a hub for community services, with more remote areas, where possible, accessed through outreach services. Outside of Toowoomba, there is limited local access to social services, as well as a lack of doctors, medical specialists and dentists. Mental health services and health promotion are also considered to be lacking.

Key service gaps identified within the Western Downs Regional Council area are for the following service types:

- Youth support, and child and family support
- Aged care;
- Specialist counselling; and
- Cultural diversity (SGS, 2011(a)).

### **Community Infrastructure**

In recent years, the expansion of coal mining in the Surat Basin has resulted in increases in road freight transport as rail coal transport has reduced the capacity of the rail network to carry freight; the movement of freight through urban areas has been identified as an issue for the region.

### **Emergency Services**

Emergency services for the study area generally consist of the Queensland Police Service, Queensland Fire Service, Queensland Ambulance Service and State Emergency Services. The number of emergency personnel in each town in the region is based on population. Toowoomba,

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Goondiwindi and Dalby therefore have the highest level of emergency service personnel across all three disciplines.

### *Cohesion and Crime*

The study area lies within Queensland Police's Southern Region, which includes the districts of Charleville, Roma, Dalby, Warwick, Toowoomba and Ipswich. The districts of Dalby, Toowoomba and Warwick are of particular relevance to the project. Relative to the rest of Queensland, many crimes committed in these regions, occur less frequently on a per capita basis (Queensland Police 2009). The most common offences to occur in the study area relate to traffic (inclusive of drink driving) (pers. comm., Snr Const Peterson, 2010, Toowoomba police station).

### 1.2.5 Project Monitoring Process

The Proponent will implement a social impact monitoring process that will monitor impacts as well as the effectiveness of management strategies throughout the construction and operational stages of the project.

### 1.2.6 Stakeholder Engagement

The stakeholder engagement undertaken specific to the EIS has been a part of the broader Arrow Energy Surat Gas Project consultation process. Engagement activities have included:

- A series of focus groups to identify areas of concern and aspirations relating to the project;
- A detailed, statistically valid, quantitative telephone survey of the study area and communities of interest to quantify the weight, or level of importance, placed on identified issues or opportunities. The survey also sought to identify perceptions around CSG producers' ability to manage these impacts;
- Meetings and interviews with key stakeholders to understand the existing social baseline in the area and identify areas of concern and aspirations relating to the project;
- Review and interpretation of other independent stakeholder analysis; and
- Biannual consultation in towns within the project development area; Wandoan, Chinchilla, Millmerran, Dalby, Cecil Plains and Goondiwindi. This consultation involved key Arrow personnel (senior management) and comprised presentations to the general community followed by one-on-one discussions where the community was able to ask specific questions directly to Arrow.

In evaluating potential impacts, the SIA considered stakeholder perceptions, concerns and expectations of the project. It is evident that the community has become increasingly informed and aware of the CSG industry and the Project. Key issues and concerns raised within the consultation process that were consistent across the study area are as follows:

- Impacts relating to groundwater, water and associated effects on water security, property and livelihoods;
- Salt creation and salt management;
- Impact on good quality and intensively farmed agricultural land;
- Impacts to housing and living costs;
- Maintaining good relationships with land holders;
- Providing open and honest communication;
- Impacts on community services and infrastructure (particularly health services);

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- Road safety and increased traffic concerns;
- Maximising integration of the workforce into the community;
- Local employment and business opportunities

There was variation across the study area and between stakeholder interest groups on the importance of some issues. On some topics, there were contradictory views on project impacts.

### 1.2.7 Proposed Workforce Profile

Since preparation of the Surat Gas Project EIS, further knowledge of the gas reserves has been gained resulting in further refinement of the field development plan which has influenced the projected workforce profile.

The majority of jobs on the project will be in vocational occupations with technical skills such as drilling, process plant operations and diesel fitting. Other vocational occupations such as logistics, transport and warehousing will also be required in large numbers. Further information including a breakdown of skill requirements of project personnel is presented in SREIS Chapter 3, Project Description, Section 3.4.8.

Arrow's preference to staff the project is to employ people based locally (i.e. living within the study area) through its selection of staff and contractors. However due to existing low unemployment rates and the high demand for workers by development projects across central Queensland, this may not be realistic for the majority of its human resource requirements.

For construction Arrow will aim to source 20% of the workforce locally. Consistent with the SIA, 75% (15 of 20%) will be existing residents; and 25% (5 of 20%) will relocate to the local area.

The majority of the construction workforce (80%) will be sourced from outside of the local area and will stay in TWAFs. Six TWAFs are planned to be constructed across the project development area. Changes to the development sequence and timing have resulted in an increase to the peak construction workforce and a change in the year the peak occurs to that presented in the EIS. Table 1-2 shows that the revised project construction workforce is projected to peak at approximately 2,300 workers in 2017, 1,660 more than presented in the EIS.

## Social Impact Management Plan

**Table 1-7** Estimated construction man-power

Year	Average Daily Man-Power	Peak Daily Man-Power	Year	Average Daily Man-Power	Peak Daily Man-Power
2015	770	1,100	2026	500	600
2016	1,300	1,200	2027	700	700
2017	1,700	2,300	2028	600	700
2018	900	1,100	2029	700	900
2019	1,200	1,400	2030	300	800
2020	900	1,400	2031	300	300
2021	600	800	2032	300	300
2022	700	800	2033	300	300
2023	700	800	2034	300	300
2024	700	1,000	2035	300	300
2025	700	800	–	–	–

Source: Coffey Environments

There has been a decrease in the peak operations workforce from approximately 460 described in the EIS, to around 400. Arrow aims to fill these operations and maintenance workforce positions with approximately 50% from within or nearby the study area. The remaining 50% of staff (around 150 workers) are expected to be recruited from outside of the study area and relocate to towns in and around the study area. The company has no plans to establish fly-in/fly out or drive-in/drive-out (FIFO/DIDO) shift operations during operations, though cumulative impacts from multiple projects in the region may require additional options to be explored in the future. This is not a current strategy direction for the project on its own. The decommissioning workforce remains as was presented in the EIS.

Further information regarding the updated workforce profile and accommodation requirements is presented in SREIS Chapter 3, Project Description.

### 1.2.8 Existing Social Management Commitments and Activities

Arrow Energy takes a proactive approach to enhancing communities rather than just the management of potential adverse social impacts. Arrow's principles (Arrow, 2011) on social responsibility include the following:

- Community Wellbeing - "Arrow is committed to protecting and promoting the social and environmental values of communities in which we live and work"
- Community Investment – "Our long term success is closely linked to the social wellbeing of the communities where we work"
- Community Engagement – "Arrow is committed to keeping the community informed about our existing and proposed coal seam gas activities"
- Indigenous Relations – "Managing relationships with Aboriginal communities holding traditional connections or historical links to areas where we operate is as important to Arrow as managing our operations"

## Social Impact Management Plan

- Local Business Development – “Arrow strives to use local suppliers who adhere to our OH&S, Cultural Heritage, Native Title and Environment policies”
- Local Recruitment – “For the Surat Gas Project, Arrow Energy plans to prioritise recruitment from the local area, with all operational staff based in the region”
- Health and Safety – “Arrow employees are continually striving for zero harm in the workplace”
- Education and Training – “Arrow strives to develop the knowledge and skills base of staff through the delivery of a variety of training and development programs”.

A summary of Arrow’s existing and planned initiatives for social management are shown in Table 1-8.

### 1.2.9 Potential Contribution to Regional Development

Arrow will work with the Western Downs, Toowoomba and Goondiwindi regional councils to identify and contribute (where possible and appropriate) to regional development that is supported by the relevant plans developed under the *Sustainable Planning Act 2009* or the *Local Government Act 2009*, predominantly through Community Plans or similar. Action plans and other mitigation and enhancement measures identified through finalisation of the SIMP will align (where possible and appropriate) with State government regional planning strategies such as the *Major Resource Projects Housing Policy* (DEEDI, 2011a), the *Surat Basin Workforce Development Plan* (Skills Queensland, 2011) and the *Queensland Regionalisation Strategy* (when released).

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**Table 1-8 Summary of Arrow Initiatives for Social Management**

Area	Arrow Initiatives
Stakeholder engagement	Ongoing stakeholder engagement program; Stakeholder engagement program to incorporate development of SIMP; Stakeholder committees (e.g. Intensively Farmed Land Committee).
Grievance management	Complaints Management System – records and tracks grievances; Land Liaison Officers; 1800 free-call number – to register grievances.
Landholder relations	<i>Sustainable Development</i> and <i>Constructive Community Engagement</i> Policies – set out protocols for fostering positive relationships with landholders and the wider community; Land access rules.
Regional social planning	Participants in regional bodies including – Surat Basin Engagement Committee; and Industry taskforce on skill development and workforce availability.
Employment and training	Preferential local employment; Various vocational and specialist training programs; traineeships; graduate development program; school based training programs.
Local Business development	Australian Industry Participation (AIP) Plans; Business vendor register (including use of Industry Capability Network); Local supplier information sessions – communicate opportunities to supply goods and services and provide assistance on meeting Arrow tender requirements.
Indigenous participation	Indigenous Participation Policy – identifies strategies relating to Indigenous employment and enterprise opportunities.
Community Investment	Brighter Futures Program – community investment program – focussing on health and safety; education; environment
Workforce Behaviour	Code of Conduct and disciplinary procedures

Source: Arrow, 2011

### 1.3 Impact Assessment

Criteria were established through the impact assessment process to assess the consequence of the potential impacts. This then allowed the significance of potential impacts to be determined, based on the likelihood of the potential impact actually occurring and the associated consequences. The significance of each potential impact was rated as of being of very high, high, medium or low significance.

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Table 1-9 shows the significant potential impacts which acquired a rating through the significance assessment process as being of medium, high or very high (however, no potential impacts were found to be of very high significance).

## Social Impact Management Plan

**Table 1-9 Potential Impacts Identified as Medium or Above Significance**

Potential Impact	Phase	Pos/Neg	Likelihood	Consequence	Significance
<b>Changes to Population and Demographic Profile</b>					
Population increase in excess of organic growth	C	Negative	Possible	Moderate	Medium
Off-set population decline in smaller rural communities	C,O	Positive	Possible	Moderate	Medium
Higher skilled resident workforce	C,O	Positive	Possible	Moderate	Medium
Retention of younger population	C,O	Positive	Possible	Moderate	Medium
<b>Impacts on Employment, Skills and Business</b>					
Increased local employment opportunities	C,O	Positive	Almost certain	Moderate	High
Increased training and skill development opportunities for the local population	C,O	Positive	Almost Certain	Moderate	High
Local business difficulties faced by operating in changed environment (increased costs, competition, and labour)	C,O	Negative	Possible	Major	High
Increased labour force participation and reduction in unemployment	C,O	Positive	Possible	Moderate	Medium
Increased local expenditure on goods and services through project activities	C,O	Positive	Likely	Moderate	High
Increased local expenditure on goods and services by incoming workers and residents	C,O	Positive	Likely	Moderate	High
Increased potential for local business expansion / business establishment in local area	C,O	Positive	Likely	Minor	Medium
<b>Impacts on Land Use and Property</b>					
Increased landholder and community uncertainty	C,O	Negative	Likely	Moderate	High
Reduced vulnerability to impacts associated with agriculture (drought, pests)	C, O	Positive	Likely	Moderate	Medium
Loss of social connection to land/ agricultural production	PC, C	Negative	Possible	Moderate	Medium
<b>Impacts on Community Values and Lifestyles</b>					
Increased participation and support in the community (e.g. volunteers, involvement in sport and social organisations, support for local events)	C,O	Positive	Likely	Minor	Medium
Increased potential for social divide and social tension	C,O	Negative	Possible	Moderate	Medium

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Potential Impact	Phase	Pos/Neg	Likelihood	Consequence	Significance
Potential for increased community conflict if overseas workers are employed with the project and move into the community	C,O	Negative	Possible	Moderate	Medium
<b>Impacts to Community Infrastructure and Services</b>					
Increased demand on medical and health facilities	C, O	Negative	Likely	Moderate	High
Heightened road safety risk	C,O	Negative	Possible	Major	High
Increased demand on emergency services	C, O	Negative	Possible	Moderate	Medium
<b>Impacts on Housing and Accommodation Availability and Affordability</b>					
Increased house, land purchase and rental prices resulting in diminished levels of housing affordability	C,O	Negative	Possible	Major	High
Reduction in availability of accommodation for low income and vulnerable groups including Indigenous groups	C,O	Negative	Possible	Major	High
Increased returns to existing residents through higher house, land and rental prices	C,O	Positive	Possible	Moderate	Medium
High demand for hotel/motel/caravan park accommodation.	C	Negative	Possible	Moderate	Medium
<b>Impacts on Health, Safety and Environment</b>					
Increased community anxiety on health, safety and environment effects of project	C,O	Negative	Likely	Moderate	High
Heightened road safety risk	C,O	Negative	Possible	Major	High

### 1.4 Impact Mitigation and Management

The action plans in Section 2 outline mitigation (for negative impacts) and enhancement (for positive impacts) measures for addressing those potential impacts considered as medium, high or very high significance.

#### 1.4.1 Regional Community Consultative Committee

Arrow proposes to establish and contribute to a regional community consultative committee (RCCC) with membership extended to key stakeholders from State and local government, community and business organisations, service providers, industry peak bodies and other resource companies, in order to effectively and proactively plan for and respond to challenges resulting from cumulative impacts of the project. The RCCC will provide oversight of implementation of the social impact mitigation/enhancement and management strategies outlined within the final SIMP. Following consultation on the draft SIMP, Arrow will define the terms of reference and its resourcing

## **Social Impact Management Plan**

commitments for the RCCC, and propose any alternative models to its structure as agreed upon through consultation. Options include linkages with other planning and consultation mechanisms being established across the Surat Basin and CSG industry leadership groups.

## Action Plans

## 2 Action Plans

Subsequent to the production of the draft SIMP attached to the EIS, the SIMP action plans were revised to align with Arrow's integrated reporting program and create consistency across Arrow's SIMPs. The changes were also designed to improve the accessibility of the plans for all users. As part of the revision, actions were regrouped under different actions plans. Table 2-1 provides a summary of how the actions have been regrouped.

**Table 2-1 Regrouping of actions**

Revised action plans	Original grouping
Housing and accommodation	Housing and Accommodation Availability and Affordability
Community investment and wellbeing	Population and Demographic Change Community Values and Lifestyles Community Infrastructure and Services
Land use and property	Land Use and Property
Indigenous engagement	Nil (Actions were represented throughout the document)
Workforce and training	Employment, Skills and Business
Local content	Employment, Skills and Business
Community health and safety	Community Values and Lifestyles Health, Safety and Environment

In the revised action plans Arrow has included additional actions and strengthened several others to better capture their commitment to the community. The status of each action is recorded as follows:

- Original – Unchanged since the last draft of the SIMP
- Minor Update – Minor wording changes or existing EIS commitment not previously captured
- Update – Progress since the last draft of the SIMP
- New – A new commitment

Recognising the value of collaboration and the cumulative nature of many of the impacts, Arrow seeks to promote an active and ongoing role for the community, local government and all levels of government throughout construction, operation and decommissioning phases of the project.

As such each of these action plans identifies activities that will seek involvement from key stakeholders and other proponents in the region to ensure that resources can be pooled and efforts coordinated to address impacts and maximise the benefits of the project for the community.

Each action plan contains two sections:

- **Impacts** – Describes the impacts that the action plan is addressing. It contains information on the nature of each identified impact.
- **Mitigation actions** – Details mitigation actions that will be undertaken as part of the project, responsible stakeholders and indicative timeframes, indicators and methods of verification.

## Action Plans

### 2.1 Housing and accommodation

Impact	Nature of impact
Increased house, land purchase and rental prices resulting in diminished levels of housing affordability	Negative
Reduction in availability of accommodation of low income and vulnerable groups	Negative
High demand for hotel/motel/caravan park accommodation	Negative

Status	Mitigation / Enhancement (Housing and Accommodation)	Responsibility	Phase	Indicator / target measures	Verification
<b>Construction Workforce</b>					
Original	Continue to collaborate with other proponents in the region and identify opportunities to share temporary accommodation where possible for the construction and maintenance workforces. [C380]	Arrow	Ongoing	Discussions held on TWAF requirements with other proponents	SIMP annual reporting
Minor update	Consider building TWAFs prior to construction of production facilities to minimise impacts on property markets during early phase construction works. [C321]	Arrow	Planning and Design	TWAFs built prior to production facilities	SIMP annual reporting
Update	<p>Develop a Construction Workforce Accommodation Strategy three months after Financial Investment Decision (FID).</p> <p>The strategy will:</p> <ul style="list-style-type: none"> <li>• Include a commitment to provide high quality temporary worker accommodation facility (TWAF) accommodation for all non-resident construction workers.</li> <li>• Identify the preferred approach for facilitating accommodation for construction workers who relocate to the local area for the project, based on the state of the market to meet project generated demand and required market interventions to minimise adverse impacts upon the community.</li> </ul>	Arrow EPC contractor	Three months after FID	Finalised strategy	SIMP annual reporting

## Action Plans

Status	Mitigation / Enhancement (Housing and Accommodation)	Responsibility	Phase	Indicator / target measures	Verification
	<ul style="list-style-type: none"> <li>Identify opportunities to bring forward facilitation of housing intended for the operations workforce that can be used for the construction workforce.</li> <li>Consider:               <ul style="list-style-type: none"> <li>Continued participation in initiatives set out in the Major Resource Projects Housing Policy and the Western Downs Regional Council Affordability Strategy.</li> <li>Supporting the intent of the Surat Basin Regional Planning Framework and working with State government, Councils, Economic Development Queensland, building industry, realtors and other project proponents to identify co-operative strategies that address cumulative housing impacts and to ensure that developable land is brought to market to meet demand. [C378]</li> </ul> </li> </ul>				
<b>Operations Workforce</b>					
Update	<p>Develop an Operations Accommodation Strategy 12 months prior to the commencement of operations. The strategy will identify the preferred approach for facilitating accommodation for the operational workforce based on the ability of the market to meet project generated demand and required market interventions to reduce adverse impacts on the community. The strategy will consider:</p> <ul style="list-style-type: none"> <li>Continued participation in initiatives set out in the Major Resource Projects Housing Policy and the Western Downs Regional Council Affordability Strategy.</li> <li>Support the intent of the Surat Basin Regional Planning Framework and work with state government, councils, building industry, realtors and other project proponents to identify co-operative strategies that address cumulative housing impacts and to ensure that developable land is brought to market to meet demand.</li> <li>Providing incentives to private investors and developers of accommodation such as through head leasing agreements, rental guarantees.</li> <li>Contributing to a government-sponsored community and affordable housing initiative.</li> <li>Housing 'rent to buy scheme' option for workers. [C381]</li> </ul>	Arrow	12 months prior to commencement of operations	Finalised strategy	SIMP annual reporting
Minor update	Encourage local population growth where it is desired and planned for, enforcing the expectation that non-local operations employees will relocate to the project development area as there are no plans to establish fly-in, fly-out or drive-in, drive-out operations. [C334]	Arrow	Operations	Annual employment database review	SIMP annual reporting

## Action Plans

Status	Mitigation / Enhancement (Housing and Accommodation)	Responsibility	Phase	Indicator / target measures	Verification
Original	Encourage workers relocating to the area to move to towns better suited to growth by: <ul style="list-style-type: none"> <li>Providing accommodation advice services for workers and their families.</li> <li>Providing work shuttle buses between work site and towns with an employment pool (e.g. Toowoomba, Dalby, Cherbourg. [C382]</li> </ul>	Arrow	Ongoing	Shuttle bus service in operation	SIMP annual reporting
Minor update	Prior to decommissioning the TWAFs, consider their use during the operations phase to ease housing demand in towns. [C379]	Arrow	Operation	Documented review of housing requirements for operations workers Documented review of workforce requirements	SIMP annual reporting
Minor update	Implement an Operations Workforce Policy preferring local residence for operations staff. [C337]	Arrow	Operation	% of operational workers on DIDO/FIFO roster arrangement	Annual workforce review
<b>Reporting and Liaison</b>					
Minor update	Support government reviews on housing availability and affordability and on impacts on low-income groups. [C383]	Arrow	Ongoing	Participation made to review	SIMP 6 monthly reporting

## Action Plans

Status	Mitigation / Enhancement (Housing and Accommodation)	Responsibility	Phase	Indicator / target measures	Verification
<b>Temporary Accommodation</b>					
Original	Inform the tourist body and other peak business bodies of anticipated time frames for peak temporary accommodation demand. [C386]	Arrow and Contractors	Ongoing	Tourist bodies advised in advance of increased demand	SIMP annual reporting
Original	Have visiting workers stay in TWAFs rather than in hotel or motel accommodation, where possible. [C384]	Arrow	Ongoing	% of non-resident workforce in TWAF	Monthly accommodation audit
Original	Avoid reserving hotel and motel accommodation for long blocks of time without a demonstrable need. [C385]	Arrow	Ongoing	% of non-resident workforce in TWAF	Monthly accommodation audit
Minor update	Accommodate workers required to construct TWAFs in temporary accommodation, wherever practicable. [C322]	Arrow Contractors	Planning and Design	TWAF construction workforce housed in temporary accommodation	SIMP annual reporting
<b>Affordable housing</b>					
New	Arrow will consult with state and local government and community stakeholders to deliver the most appropriate program for providing affordable housing options in the region including continued participation in the Western Downs Housing Trust Reference Group. [C548]	Arrow	Planning and Design Construction Operations	Social investment in place	SIMP annual reporting

## Action Plans

### 2.2 Community investment and wellbeing

Impact	Nature of impact
Increased participation and support in community (e.g. volunteers, involvement in sport and social organisations, support for local events)	Positive
Increased potential for social divide and social tension	Negative
Off-set population decline in smaller rural communities	Positive
Retention of younger population	Positive

Status	Mitigation / Enhancement (Community investment and wellbeing)	Responsibility	Phase	Indicator / target measures	Verification
<b>Social Investment Program</b>					
Update	<p>Arrow acknowledges it has a shared responsibility with government, and society more broadly, to help facilitate the development of strong and sustainable communities. It is committed to managing the residual social impacts of its activities that cannot be avoided or sufficiently minimised and to contributing to the social and economic wealth of the communities in which it operates through its social investment program. Arrow has already committed to the Brighter Futures Program, providing funding for community grants, sponsorships and partnership opportunities. [C367]</p> <p>Examples of social investment initiatives that Arrow is currently undertaking in the region are:</p> <ul style="list-style-type: none"> <li>• Education <ul style="list-style-type: none"> <li>— Partnering with Dalby State High School. This partnership is funding six agricultural scholarships in 2013 for the school's Agricultural Futures and Agricultural Professionals programs intended to support the region's ability to meet future agricultural workforce requirements.</li> <li>— Supporting the Ignition Project (Ignition), an initiative of the Queensland Police</li> </ul> </li> </ul>	Arrow	Construction Operations Decommissioning	Social investment in place	SIMP annual reporting

## Action Plans

Status	Mitigation / Enhancement (Community investment and wellbeing)	Responsibility	Phase	Indicator / target measures	Verification
	<p>Service to address the increasing problem of youth boredom and inactivity in the Western Downs Region, inclusive of the townships of Dalby, Chinchilla and Tara. The initiative targets 11 to 19 year olds considered to be at risk.</p> <ul style="list-style-type: none"> <li>— Partnering with the Brisbane Broncos. This partnership has engaged over 1,400 students and residents in the Central Darling Downs region throughout 2012. It has delivered programs that focus on health, safety and education including the Brisbane Broncos Book Club, Coaching Clinics and Regional Fan Day.</li> <li>— Working with the Endeavour Foundation to deliver the Stepping Stones Positive Parenting Program, Latch On tertiary learning program for young adults with a disability and a school holiday respite program for children with disabilities.</li> <li>• Health and safety <ul style="list-style-type: none"> <li>— Braking the Cycle which provides disadvantaged young people in Surat with supervised driving practice under the guidance of a community volunteer to safely meet the 100 log-book hours required in Queensland to attain a driver's license. Braking the Cycle is a partnership with the Dalby Police-Citizens Youth Club (PCYC).</li> </ul> </li> <li>• Environment <ul style="list-style-type: none"> <li>— Partnering with the Condamine Alliance, the regional body for natural resource management in the Condamine catchment.</li> </ul> </li> </ul>				
<b>Workforce and Planning</b>					
Minor update	Continue to provide state and local government departments responsible for educational, health and other social infrastructure with forecasts of workforce numbers and projected families to assist in their future service planning. Provide this information in an agreed format that will allow these departments to plan for cumulative population change. [C333]	Arrow	Construction Operations Decommissioning	Annual meetings held with government and service providers	Meeting records and minutes
Minor update	Consult with councils and the regional community consultative committee for their views on which social, community or recreational infrastructure in Western Downs region is being directly impacted by the project and the extent of this. Liaise with the relevant body to coordinate efforts across all proponents and identify opportunities that may potentially ease or mitigate impacts. [C366]	Arrow	Construction Operations Decommissioning	Impacts on social infrastructure assessed and mitigations identified	SIMP annual Reporting

## Action Plans

Status	Mitigation / Enhancement (Community investment and wellbeing)	Responsibility	Phase	Indicator / target measures	Verification
Minor update	Continue to develop and implement Arrow's site-selection process for project facilities (such as integrated processing facilities and TWAFs) that considers the availability and capacity of existing utilities. Consult with councils and other utility providers during the project facility design process to understand existing capacity, and consider installing stand-alone utilities as required, to reduce demand on community utilities. [C376]	Arrow	Planning and Design Construction	Records of consultation	SIMP annual Reporting
Minor update	Provide developer contribution and head works charges for infrastructure. [C377]	Arrow	Construction Operations Decommissioning	Records of contributions	SIMP annual Reporting
Minor update	Develop and implement mitigation measures that address the potential impacts relating to air and noise emissions through environmental management plans. [C394]	Arrow and Contractor	Ongoing	Number of recorded issues / grievances / comments Report status of grievances	EMP annual reporting (or at frequency agreed in each specific plan)

## Action Plans

### 2.3 Land use and property

Impact	Nature of impact
Reduced vulnerability to impacts associated with agriculture (drought)	Positive
Loss of social connection to land/ agricultural production	Negative

Status	Mitigation / Enhancement (Land use and property)	Responsibility	Phase	Indicator / target measures	Verification
Minor update	Develop and implement a compensation framework to 'add value' rather than just compensating for impacts. [C081]	Arrow	Ongoing	Annual stakeholder management review	Time taken to reach agreement
Minor update	Communicate with landowners at least three months before any activities take place on private property. [C370]	Arrow and Contractors	Construction Operations Decommissioning	Number of successful agreements	Annual stakeholder management review
Update	Continue to provide Community Officers, Land Liaison Officers and the 1800 free-call number for people to ask questions or raise concerns about Arrow's activities. This includes the establishment of the Dalby Community Information Centre. [C371]	Arrow	Ongoing	Number of calls received on 1800 number	Quarterly review of landholder liaison database
Minor Update	All project personnel will only access land in accordance with DEEDI's (2010a) Land Access Code, Section 24A of the Petroleum and Gas (Production and Safety) Act 2004 and Arrow's land access rules and protocols. [C365]	Arrow and Contractors	Ongoing	Access in accordance with land access protocols No grievances	Quarterly review of landholder liaison database

## Action Plans

Status	Mitigation / Enhancement (Land use and property)	Responsibility	Phase	Indicator / target measures	Verification
Minor update	Consult and agree with landowners on the appropriate location for infrastructure and access routes (to well sites and to and along pipelines). Clearly identify the outcome of the discussions on scaled plans of the property and clearly indicate agreed access routes using signs, temporary fencing, barricade tape or traffic control measures. [C084]	Arrow	Ongoing	Number of successful land access agreements Number of complaints from landholders	Annual stakeholder management review Review of community issues and attitudes
Minor update	Consult with landowners on the most appropriate method to minimise disruption to cultivation paddocks (including the introduction of additional headlands) and loss of productive land in controlled-traffic paddocks. The following measures will be considered in reaching agreement: <ul style="list-style-type: none"> <li>• Locate infrastructure (in order of preference) outside of cultivation areas, in headlands or at the corners of cultivated areas, adjacent to boundary fences or in areas of a paddock with the lowest-quality soil.</li> <li>• Utilise existing access tracks and trafficked areas.</li> <li>• Locate new access tracks in headlands or adjacent to boundary fences.</li> <li>• Align gathering lines and new access tracks parallel to the direction of cultivation, soil conservation structures and controlled traffic runs and avoid perpendicular or lateral connections.</li> <li>• Lay out drill pads in accordance with landowner requirements, subject to safety requirements, to reduce the overall impact on cultivation, where practicable. [C088]</li> </ul>	Arrow	Planning and Design	Number of complaints from landholders Number of successful land access agreements	Annual stakeholder management review Review of community issues and attitudes
Minor update	Engage with landowners to develop a strategy for minimising impacts on land and existing agricultural activities (e.g., through strategic siting of project facilities). [C369]	Arrow	Ongoing	Number of complaints from landholders Number of successful land access agreements	Annual stakeholder management review Review of community issues and attitudes

**Action Plans**

Status	Mitigation / Enhancement (Land use and property)	Responsibility	Phase	Indicator / target measures	Verification
Update	<p>Continue regular consultation with landowners and other stakeholders through mechanisms such as the Arrow Intensively Farmed Land Committee and the Surat Community Reference Group.</p> <p>The Arrow Intensively Farmed Land Committee considers opportunities to co-create a plan for coexistence between coal seam gas and farming.</p> <p>The Arrow Surat Community Reference Group provides a strong consultative forum for community and industry groups. [C364]</p>	Arrow	As required	Annual stakeholder management review	SIMP annual reporting

## Action Plans

### 2.4 Indigenous engagement

Impact	Nature of impact
Opportunities for increased Indigenous workforce participation	Positive

Status	Mitigation / Enhancement (Indigenous engagement)	Responsibility	Phase	Indicator/ target measures	Verification
New	<p>Implement the Arrow Reconciliation Action Plan (RAP) which outlines Arrow's commitment to Indigenous Australians, working with Traditional Owners and negotiating Indigenous Land Use Agreements (ILUA's) around the four goals of:</p> <ul style="list-style-type: none"> <li>Ensuring Arrow is culturally safe and culturally competent.</li> <li>Recruiting and retaining Aboriginal and Torres Strait Islander staff.</li> <li>Connecting Aboriginal and Torres Strait Islander people with business and employment opportunities.</li> <li>Supporting Aboriginal and Torres Strait Islander education. [C550]</li> </ul>	Arrow	Planning and Design Construction Operations	Plans and strategies for the project aligned with goals of the action plan	SIMP annual reporting
New	<ul style="list-style-type: none"> <li>Provide cultural awareness training to Arrow employees and contractors, within three months of employment or engagement by the company. Arrow employees will participate in a half day cultural awareness training program and contractors will be required to undertake cultural awareness training as part of their induction program. Both programs are aimed at ensuring:</li> <li>Staff and contractors effectively engage and work with Indigenous people, suppliers and communities.</li> <li>Indigenous staff are understood, respected and retained in the organisation.</li> <li>Arrow maintains positive relationships with Indigenous communities. [C553]</li> </ul>	Arrow	Planning and Design Construction Operations	Cultural awareness briefing undertaken within three months of an employee's engagement on the project	SIMP annual reporting
New	Implement actions within Arrow's Aboriginal and Torres Strait Islander Reconciliation Action Plan (RAP) relating to educational opportunities for Indigenous students. [C551]	Arrow	Planning and Design	Records of initiatives	SIMP annual reporting

## Action Plans

Status	Mitigation / Enhancement (Indigenous engagement)	Responsibility	Phase	Indicator/ target measures	Verification
	<p>Examples of existing initiatives within the Action Plan include:</p> <ul style="list-style-type: none"> <li>The Queensland Aboriginal and Torres Strait Islander Foundation (QATSIF), which includes support to 69 Indigenous students entering years 11 or 12 in 2013 through bursaries that cover school-related expenses such as uniforms, IT levies, and VET expenses.</li> <li>The Yalari Foundation, which provides support to three Indigenous students commencing high school in 2013 to obtain education at a boarding school suited to their education and cultural needs.</li> <li>Partnering with six Queensland universities (University of Southern Queensland, Central Queensland University, James Cook University, University of Queensland, Queensland University of Technology and Griffith University) to provide 25 scholarships to Indigenous students, including financial support, mentoring and peer support.</li> <li>Encouraging Indigenous Australians to apply for Arrow's graduate program, vacation employment, traineeships and apprenticeships.</li> </ul>		Construction Operations		
New	<p>Continue the Arrow Energy Whanu Binal project to provide assistance to Traditional Owners and other interested members of the Indigenous community to further develop business development, employment and training and workforce planning capacity and capability. [C552]</p>	<p>Arrow Relevant state government departments and agencies Traditional Owners Other indigenous community representatives</p>	<p>Planning and Design Construction Operations</p>	<p>Records of assistance provided</p>	<p>SIMP annual reporting</p>

**Action Plans**

**2.5 Workforce and training**

Impact	Nature of impact
Higher skilled resident workforce	Positive
Retention of younger population	Positive
Increased training and skill development opportunities for the local population	Positive
Higher skilled resident workforce	Positive

Status	Mitigation / Enhancement (Workforce and training)	Responsibility	Phase	Indicator/ target measures	Verification
<b>Workforce planning</b>					
Minor update	Implement a hierarchy of preferred employment for employees and contractors based on home or source location, with the highest preference for those living within the study area. [C349]	Arrow and Contractors	Planning and Design	20% construction workforce sourced from local area 50% operational workforce sourced from local area Balance of operational workforce relocates to the local area	Annual Workforce planning review

## Action Plans

Status	Mitigation / Enhancement (Workforce and training)	Responsibility	Phase	Indicator/ target measures	Verification
Original	Undertake regular review of labour requirements and current skills sets to ensure that training strategies meet these needs. [C352]	Arrow	Construction Operations Decommissioning	Review of training strategy for adequacy carried out	Annual training program review
Minor update	Identify the range of skills required for the labour force and undertake a gap analysis against skills availability. Where gaps exist, in consultation with Energy Skills Queensland, Manufacturing Skills Queensland and Construction Skills Queensland, identify the method or strategy through which these skills gaps will be filled (e.g., training). [C351]	Arrow	Planning	Gap analysis conducted Consultation with: Energy Skills Queensland Manufacturing Skills Queensland and Construction Skills Queensland	Annual Workforce planning review
<b>Training</b>					
Update	Provide training opportunities for Arrow employees including: <ul style="list-style-type: none"> <li>Vocational and trade training to allow employees the opportunity to gain nationally recognised qualifications.</li> <li>Specialist training to ensure employee skills are up to date.</li> <li>Graduate development program, which provides a planned development path for newly degree-qualified employees. [C339]</li> </ul>	Arrow and Contractors	Construction Operations	Number of positions for vocational training Pre-trade training and support for work programs	Annual training program review RCCC progress report
Minor update	Provide opportunities for students and recent graduates, including: <ul style="list-style-type: none"> <li>Graduate development program, offering a planned development path for newly degree-qualified employees.</li> <li>Scholarships to first-year university students who want to pursue a career in the coal seam gas industry.</li> </ul>	Arrow	Construction Operations	Number of graduates, and students participating	Annual training program review RCCC

## Action Plans

Status	Mitigation / Enhancement (Workforce and training)	Responsibility	Phase	Indicator/ target measures	Verification
	<ul style="list-style-type: none"> <li>Vacation employment for undergraduates in their penultimate year of study, with 12 weeks' paid employment within the company.</li> <li>School-based training for year 11 and 12 students in Dalby and Moranbah who want to gain vocational qualifications at the Certificate II level. [C342]</li> </ul>				progress report
Update	<p>Develop a policy identifying training pathways for students and school leavers to assist students in gaining employment upon graduation. The policy will be developed in consultation with Education Queensland. Where relevant training programs have been initiated by other project proponents, Arrow will consider coordinating support with these, where appropriate. [C338]</p> <p>Examples of existing Arrow training programs and initiatives that will fall within this policy include:</p> <ul style="list-style-type: none"> <li>Go Women in Engineering and Science and Technology (Go WEST), which conducts networking and/or mentoring activities for female staff and students and enhances collaborative partnerships between regional industry, Queensland Office for Women, local government and USQ Student Services.</li> <li>Work with group training organisations and encouraging contractors to recruit and retain apprentices or trainees during operations.</li> <li>Support for Dalby Agricultural Scholarships through a partnership with Dalby State High School, Arrow is funding six agricultural scholarships in 2013 for the school's Agricultural Futures and Agricultural Professionals programs intended to support the region's ability to meet future agricultural workforce requirements.</li> <li>Involvement in the CSG Industry/Schools Partnership with Education Queensland. The Program will deliver a suite of education programs and activities in selected schools in the Surat Basin to increase the awareness and knowledge of career opportunities in the coal seam gas industry or trades directly related to supply chain opportunities.</li> </ul>	Arrow EPC Contractor Education Queensland	Prior to operation	Training policy includes training pathways	HR records
Minor update	Collaborate with state government, local councils, local industry, industry organisations, and coal seam gas proponents to develop programs and strategies aimed at addressing issues of skills retention and back-filling of vacancies as a result of labour being drawn to the project from other sectors. [C320]	Arrow	Construction Operations Decommissioning	Programs and strategies developed	Annual training program review

## Action Plans

Status	Mitigation / Enhancement (Workforce and training)	Responsibility	Phase	Indicator/ target measures	Verification
Minor update	Liaise with local employment and education or training institutions (e.g., Southern Queensland Institute of TAFE) on training and skills development programs, to identify workers within the region who have the ability to obtain qualifications based on recognition of prior learning. [C350]	Arrow	Planning and Design Construction Operations	Training and skill development programs implemented in partnership with education/ training institutions	Annual training program review
Original	Facilitate opportunities for workers to transition to other project phases (e.g. facility construction to facility operation). [C346]	Arrow and Contractors	Construction Operations	Employment opportunities communicated to workers	Annual Workforce planning review
Minor update	Continue to build on existing training and skills development programs, including apprenticeships, scholarships, vocational training, support for work readiness programs and pretrade training. [C353]	Arrow and Contractors	Construction Operations Decommissioning	Number of apprenticeships, scholarships awarded yearly Number of positions for vocational training, pre-trade training and support for work programs	Annual training program review, RCCC progress report.
Minor update	Participate in existing state and federal government employment and training programs (e.g., Critical Skills Investment Fund, Productivity Places Program, Indigenous Cadetship Support, Indigenous Employment Program, Skilling Queenslanders for Work Initiative). [C354]	Arrow and Contractors	Construction Operations Decommissioning	Number of trainees under Arrow facilitated programs	Annual training program review

## Action Plans

Status	Mitigation / Enhancement (Workforce and training)	Responsibility	Phase	Indicator/ target measures	Verification
Minor update	Provide opportunities for qualified females and people from other underrepresented groups. [C336]	Arrow and Contractors	Ongoing	Demonstrations of policy in place	Bi-annual workforce review
Minor update	Work with Skills Queensland to deliver work readiness and skills development training programs for vulnerable local people, such as the long-term unemployed or underskilled, to assist them to gain employment. [C355]	Arrow and Contractors	Construction Operations Decommissioning	Documented involvement with Skills Queensland	Annual training program review
New	Arrow Diversity Council to continue to work with industry groups that focus on increasing the engagement of women in the industry and developing pathways for women to work in non-traditional roles. [C555]	Arrow	Planning and Design Construction Operations	Records of engagement	Annual training program review
Minor update	Continue to ensure that equal opportunity policies are in place addressing ethnicity, gender or disability. [C348]	Arrow and Contractors	Construction Operations Decommissioning	Number of female workers Number of Indigenous workers	Annual Workforce planning review
Minor update	Encourage contractors engaged by the project to utilise Australian and Queensland Government skills and training programs where possible, including the Australian Apprenticeship Program. This should include providing information about and developing awareness of government incentives and programs among all contractors engaged and directing contractors to relevant agencies. [C316]	Arrow and Contractors	Construction Operations	Information provided to contractors	Annual training program review
New	Undertake regular reviews of non-project related labour requirements and current skills sets for the study area by engaging with state agencies and other skills bodies to facilitate the development of training strategies. [C556]	Arrow	Planning and Design Construction Operations	Records of engagement	Annual training program review

**Action Plans**

Status	Mitigation / Enhancement (Workforce and training)	Responsibility	Phase	Indicator/ target measures	Verification
Minor update	Consider flexible shift hours and rosters to encourage participation of underemployed sectors (e.g., family friendly shift arrangements for locally-based operations workforce). [C347]	Arrow	Construction Operations Decommissioning	Industrial awards and site agreements	SIMP monitoring
New	Continue to support the “Careers in Gas” website or other similar initiatives. [C554]	Arrow Energy Skills QLD	Planning and Design Construction Operations	Documented involvement with careers in gas website or other similar initiatives	Annual training program review

## Action Plans

### 2.6 Local content

Impact	Nature of impact
Increased local employment opportunities	Positive
Local business difficulties faced by operating in changed environment (increased costs, competition and labour)	Negative
Increased labour force participation and reduction in unemployment	Positive
Increased local expenditure on goods and services through project activities and by incoming workers and residents	Positive
Increased potential for local business expansion / business establishment in local area	Positive

Status	Mitigation / Enhancement (Local content)	Responsibility	Phase	Indicator/ target measures	Verification
Update	<p>Implement the Australian Industry Participation Plan (AIPP), which provides detailed information about the strategies and approaches to be undertaken by Arrow to:</p> <ul style="list-style-type: none"> <li>Encourage contractors to source local goods and services where possible.</li> <li>Encourage business to consider Indigenous procurement to maximise Indigenous employment opportunities.</li> <li>Engage with key business bodies regarding appropriate opportunities for local businesses to supply goods and services to the project.</li> </ul> <p>The AIPP was developed in consultation with the state government and is consistent with the Queensland Resource Council (QRC) Code of Conduct. [C358]</p>	Arrow and Contractors	Construction Operations Decommissioning	AIPP implemented refer KPIs within AIPP	6 monthly progress reports of AIPP
Original	Organise local supplier information sessions to inform business of Arrow's development plans, tender opportunities for local business; and how to complete tender requirements. [C361]	Arrow	Ongoing	Number of information sessions held	SIMP annual reporting
Original	Notify local people of employment opportunities through recruitment websites, local advertising, local recruitment agencies and information sessions. [C356]	Arrow and Contractors	Ongoing	Number of positions advertised locally	Annual Workforce planning review

## Action Plans

Status	Mitigation / Enhancement (Local content)	Responsibility	Phase	Indicator/ target measures	Verification
Minor update	Continue to use the Industry Capability Network database for potential suppliers in the area. [C359]	Arrow	Construction Operations Decommissioning	Number of local contracts awarded Value of contracts awarded to local suppliers	Annual review of contracts database
Minor update	Develop and maintain a business vendor register. [C360]	Arrow	Construction Operations Decommissioning	Number of local contracts awarded through business vendor register	Annual review of contracts database
Minor update	Provide industry support organisations with the information that they require to assist local businesses to improve their skills base and respond to project needs. [C362]	Arrow	Ongoing	Information provided to organisations in response to request	SIMP annual reporting
Minor update	Collaborate with the existing job referral services set up by other proponents to make available information on positions vacant in local businesses with similar trade or skills requirements. This will allow applicants to choose between industry and non-industry jobs. [C363]	Arrow	Ongoing	Arrangements made for referral service	6 monthly RCCC reporting SIMP annual reporting

## Action Plans

### 2.7 Community health and safety

Impact	Nature of impact
Increased demand on emergency services	Negative
Increased potential for social divide and social tension	Negative
Heightened road safety risk	Negative
Increased community anxiety on health, safety and environment effects of project	Negative
Increased landholder and community uncertainty	Negative

Status	Mitigation / Enhancement (Community health and safety)	Responsibility	Phase	Indicator/ target measures	Verification
Minor update	Maintain an emergency management plan that will cover joint emergency response planning in collaboration with emergency service providers. [C389]	Arrow and Contractor	Ongoing	Emergency response procedures developed	Annual review of Emergency response procedures
Update	Arrow, in collaboration with Origin Energy, QGC and Santos, has funded since 2011 the Surat Gas Aero Medical Service in the region. The service is provided by CareFlight, one of only two fully integrated aero medical retrieval operations in the world. CareFlight employs its own full time emergency doctors, paramedics and flight crews. The Aero Medical Retrieval Service provides 150 free hours to Queensland Health for community based aero medical recovery services. Arrow will continue to support this initiative. [C373]	Arrow Other LNG proponents	Ongoing	Number of medivac call-outs/ Funding provided to the service	SIMP annual reporting
Minor update	Encourage resident employees and contractors to integrate and become involved in their local communities (e.g., volunteer work, participation in clubs and organisations). [C368]	Arrow and Contractors	Construction Operations Decommissioning	Number of workers known to participate in community activities	SIMP annual reporting

## Action Plans

Status	Mitigation / Enhancement (Community health and safety)	Responsibility	Phase	Indicator/ target measures	Verification
Minor update	Coordinate with relevant authorities (e.g., Queensland Police, Department of Transport and Main Roads and council) for movement of heavy or oversized loads. [C298]	Arrow	Construction Operations Decommissioning	Internal documentation of consultation with all levels of Queensland Police Service	SIMP annual reporting
Minor update	Develop traffic management plans that include: <ul style="list-style-type: none"> <li>Preferred routes for travel and measures to reduce risk of accidents.</li> <li>Road safety awareness initiatives for project personnel and local residents.</li> <li>Procedure for notifying council and road authorities prior to any traffic disruptions or road closures.</li> <li>Road management strategy to manage any increased road maintenance requirements imposed by the project. [C374]</li> </ul>	Arrow	Construction Operations Decommissioning	Development of traffic management plans	Compliance with traffic management plans
Original	Provide medical assistance with opportunities to extend to wider communities, where possible. [C372]	Arrow	Construction	Documented consultation with State	SIMP annual reporting
Minor update	Enforce a workforce Code of Conduct including disciplinary procedures, and a policy on appropriate worker behaviour and interaction with the public. [C395]	Arrow and Contractor	Construction Operations Decommissioning	Feedback from stakeholders	SIMP annual reporting
Minor update	Provide information and Australian cultural awareness briefing for overseas workers and their families on how to undertake day-to-day activities; for example, provide advice on banking and shopping. [C335]	Arrow	Ongoing	Australian cultural awareness briefing available	SIMP annual reporting

## Action Plans

Status	Mitigation / Enhancement (Community health and safety)	Responsibility	Phase	Indicator/ target measures	Verification
Minor update	Maintain an emergency management plan that will cover joint emergency response planning in collaboration with emergency service providers. [C389]	Arrow and Contractor	Ongoing	Emergency Response Procedures maintained	Bi-annual review of Emergency Response Procedures
Minor update	Maintain the grievance process (complaint management system) for the community to register complaints, issues, comments and suggestions. [C077]	Arrow (develop) Arrow and Contractor (implement)	Ongoing	Number of recorded issues / grievances / comment Report status of grievances	SIMP annual reporting
Minor update	Proceed with implementation of the community engagement program and other measures to notify the community of project activities and to identify and address community issues. [C390]	Arrow	Ongoing	Consultation program developed	Quarterly review of consultation program
Minor update	Publicly release information on how environmental impacts are being offset by the project. [C391]	Arrow	Ongoing	Information program developed	Bi-annual review of information program
New	<p>Implement policies and programs to maintain the wellbeing of project personnel. [C549] Examples of such policies and programs being considered include:</p> <ul style="list-style-type: none"> <li>• Provision of a counselling service for all workers (including drug and alcohol services and sexual health education*).</li> <li>• Arrow policies including OHS Policy, Drug, Alcohol and Contraband Policy, Duty to Stop Work Policy and Fit for Duty Policy.</li> <li>• Enforcement of smoking regulations on site.</li> <li>• Restrictions on working hours to reduce worker fatigue.</li> <li>• Provision of nutritionally balanced food to all personnel living within TWAFs in line with guidance issued by Queensland Health.</li> </ul>	Arrow EPC contractor	Planning and Design, Construction, Operations	Policies and programs implemented	SIMP annual reporting

## Action Plans

Status	Mitigation / Enhancement (Community health and safety)	Responsibility	Phase	Indicator/ target measures	Verification
	*At all times Arrow's Drug, Alcohol and Contraband and Fit For Duty Policies will apply to the workforce whilst on Arrow sites and whilst engaged in Arrow work.				
Original	Communicate progress of the project to the public and the regional community consultative committee as part of Arrow's annual sustainability reporting. [C392]	Arrow	Ongoing	Monitoring results provided	Annual sustainability reporting
Minor update	Have Land Liaison Officers and Community Officers available to discuss landowner and residents' concerns. [C393]	Arrow	Ongoing	Number of complaints	Annual review of consultation database
Minor update	Assess and identify works required to manage the increased traffic volumes and road safety issues associated with the project in road use management plans prepared and regularly reviewed in consultation with the relevant council or the Department of Transport and Main Roads. [C284]	Arrow	Ongoing	Records of consultation	SIMP annual reporting

## Reporting

### 3 Reporting

#### *Reporting to stakeholders*

The Proponent will report the findings of the monitoring strategy as part of their project annual reporting through the SIMP, Communications and Community Engagement Plan and Community Consultation Program. The Proponent and the councils will determine the most appropriate reporting mechanism as part of Stage 2 of the SIMP development process.

#### *Reporting to the Social Impacts Assessment Unit*

As per the draft SIMP Guidelines, the Proponent will report on the monitoring program to the Social Impact Assessment Unit of the Department of Infrastructure and Planning on an annual basis during construction.

The Proponent will report on the operational impacts of the project to the Social Impact Assessment Unit of the Department of Infrastructure and Planning every three years.

- As per the draft SIMP Guidelines, reports prepared for the Social Impact Assessment Unit will include:
- An overview of the effectiveness of implementation;
- An assessment of progress against nominated performance indicators;
- An explanation of why any actions were not undertaken as planned and if required; and
- Recommendations to improve future performance.

#### **3.1 External Review**

The Proponent will agree to an external review of the SIMP when requested by the Social Impact Assessment Unit of the Department of Infrastructure and Planning. Details of the review will be determined at a later date.

#### **3.2 Amendment and Termination**

Amendments and updates to the SIMP will be considered as part of the SIMP internal SIMP Review, which will be timed with the Reporting to the SIA Unit and councils, and will consider findings of the external reviews.

#### **3.3 Communications and Community Engagement**

The Proponent has an existing stakeholder engagement program. The consultation program will be expanded to:

- Introduce or provide further discussion of the proposed SIMP to stakeholders and seek feedback;
- Report the findings of the SIMP monitoring strategy;
- Develop a dispute resolution mechanism that addresses the requirements of Section E of the Guideline to Preparing a Social Impact Management Plan (DIP, 2010b).

A list of stakeholder groups and their interests are shown in Table 3-1 below.

## Reporting

**Table 3-1 Stakeholder Groups for SIMP**

Stakeholder Group	Stakeholders
Community	Landholders will be directly impacted by the project residents in surrounding towns
Regional Committees	Surat Basin Engagement Committee Regional Development Australia
Regional Councils	Western Downs Regional Council Toowoomba Regional Council Goondiwindi Regional Council
Queensland Government	Department of Infrastructure and Planning (Social Impact Assessment Unit) Department of Employment, Economic Development and Innovation; Department of Communities; Department of Education and Training; Queensland Police; Department of Transport and Main Roads; Department of Environment and Resource Management; and Queensland Health
Service providers in the study area	For example, health, education, training, emergency services
Businesses in the study area	Local Chambers of Commerce Local progress associations Advance Western Downs economic development group
Interest groups	For example, environmental groups, industry groups, conservation societies

Note: This list will continually evolve throughout the project and is not the final stakeholder list.

## Reporting

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